

Strategy and Business Case for Flexible Work Options

Group: Strategy Team

Date: July 22, 2005

<p>Introduction</p> <p>3 Step Growth Plan Established 3 Objectives</p>	<p>The Strategy team of the Finance Group headed up by Jim Brown has set upon a 3 Step Growth Plan for 2005 – 2006.</p> <p>Step 1 of the 3 Step Growth Plan established 3 objectives:</p> <p>Sell – Position team to achieve sales success Grow – Increase capacity to absorb the resulting new business. Enjoy Work Again – Improve Marketing and Finance Professionals’ Job Satisfaction.</p> <p>Additionally, management:</p> <ul style="list-style-type: none">Launched key initiativesEvaluated current talent and identified needs andDiscussed product gaps and marketing partnership strategy <p>Step 2 of the Growth Plan</p> <ul style="list-style-type: none">Graded clients on the 4CsObtained approval for 3 hiresReviewed professional job assignments with Customer Service ManagersAgreed to broaden use of Backup Customer Service roles <p>Step 3 of the plan</p> <ul style="list-style-type: none">Finalized Financial Professional assignments
<p>A Flexibility Strategy will be Utilized to Achieve the 3 Established Team Goals</p>	<p>The following strategies will be used to achieve the 3 goals:</p> <p>Sales Goal – To position the team to achieve sales success. Strategy – Flextime To achieve sales success the team will increase the number of hours the team is able to service clients. Presently the team operates between the hours of 8:00 a.m. and 5:00 p.m. central time. The team would like to increase its hours of operation by 2 hours per day by shifting its core hours, one hour earlier and one hour later to 7:00 a.m. to 6:00 p.m. increasing the team’s core hours of operation will:</p> <ul style="list-style-type: none">Enable the team to service clients across the country, in all time zonesEnable the sales staff to use the increased coverage hours as a selling point. <p>Growth Goal – To increase the capacity to absorb new business. Strategy – Compressed Workweek To increase capacity, the team must be able to increase the additional work load. Increasing capacity occurs two ways: decrease expenses and increase productivity. The team will work to reduce the amount of overtime that has become increasingly required over the last 6 months. The team will work to increase revenue by increasing productivity.</p> <p>Have Fun Goal – To enjoy work again Strategy – Flexible Work Environment The high amount of stress and overtime hours has sapped the team’s energy and enthusiasm. Team members have requested additional flexibility in their work schedules to counteract the effects of the increased work load.</p>
<p>Productivity Measures</p>	<p>Management Productivity Measures</p> <p>Reduce overtime</p> <ul style="list-style-type: none">Overtime hours and dollars for 1/06Overtime hours and dollars for 5/06 <p>Increase productive/coverage hours</p> <ul style="list-style-type: none">Number of productive/coverage hours per day for 1/06Number of productive/coverage hours per day for 5/06 <p>Increase employee satisfaction</p> <ul style="list-style-type: none">Employee Satisfaction Rating for 05 according to 05 PollEmployee Satisfaction Rating for 06 according to 06 Poll <p>No change in management issues</p> <ul style="list-style-type: none">Approximate number of hours spent on employee issues 1/06Approximate number of hours spent on employee issues in 5/06 <p>Increase revenue</p> <ul style="list-style-type: none">Revenue for 1/06Revenue for 5/06 <p>Team Productivity Measures</p> <p>Increase client experience consistency</p> <ul style="list-style-type: none">Number of Times a client transferred in 1/06Number of times a client transferred in 5/06 <p>Increase opportunities, client variety, and client contact</p> <ul style="list-style-type: none">Number of clients per employee in 1/06Number of clients per employee in 5/06 <p>Client Productivity Measures</p> <ul style="list-style-type: none">Client Satisfaction as of 1/06Client Satisfaction 5/06